IT Plan Instructions

Introduction and General Instructions

The information technology plan for FY08-09 has been web-enabled for your convenience. You can navigate to the various sections of your plan by clicking the Section Tabs that are located at the top of all plan pages – or – by clicking on a Section Heading on the Checklist section.

Section Pages (or Tabs)

- General
    - Agency Information
    - Agency Contacts
- Operations
    - Hardware
    - Software
    - Major Applications
    - IT Support Costs
    - GIS Costs
- Projects
- Cost Summary
    - [This page contains a summary of entries that are made to other plan sections or pages. No entries are made directly to this page.]
- Compliance
    - Security
    - Policies
    - Standards
- GIS
    - Software
    - Custodial Data
- Enterprise Architecture

Once all sections show complete, then a Submit button will appear at the bottom of the page. Once your plan is submitted, then you will NOT be able to edit or change any data. Do not submit your plan unless you are satisfied that it is complete. All your data is saved by the Save actions you take on the various data pages as you work through the plan.

Common to all sections or pages

- At the top of all pages, you will find a link back to the Checklist.

- If incomplete or inappropriate entries are made, the entry screen will be returned with each offending entry highlighted in red. The return screen will also mark the spot to be corrected with a ⚠ character.

- Each page that requires entries to be made has a Save button at the bottom. When you have completed entries to the page, click the Save button. If you try to navigate away from a page without saving, a message will appear on the screen reminding you to save your work (else all will be lost).

- Many pages allow you to edit or delete existing entities, or add new entities. Options are allowed for editing, deleting, or adding Agency Contacts, Projects, Major Applications, IT Support Items, GIS Items or GIS Custodial Data, Click the Edit, Delete or Add button on the appropriate screen to revise these entities.

As is standard in web forms, drop-down boxes, text boxes, check boxes, radio buttons and links are used to assist in your data entry.

Please note: The biennial IT planning process for FY08-09 will align technology initiatives and requests with agency business processes. Additionally, agencies will identify the correlation of these IT initiatives and requests with the principles, goals and objectives defined in the State Strategic IT Plan. To view a complete description of the principles, goals and objectives go to **Appendix A**.

Home

This is the start of the IT Plan. Here you select a planning action you wish to take.

Checklist

This section is used to view the progress of completing your plan and is a non-editable page. As you complete each section there will be a checkbox and a statement that says, "This section is complete or not applicable." You must put a checkmark in the checkbox of each section in order to show a status of Complete on the checklist. If you have no Major Applications or GIS or Projects you must still put a checkmark in the checkbox of those sections before you will be able to submit your completed plan.

Once all sections show complete, then a Submit button will appear at the bottom of the page. Once your plan is submitted, then you will NOT be able to edit or change any data. Do not submit your plan unless you are satisfied that it is complete. All your data is saved by the Save actions you take on the various data pages as you work through the plan.

General: Agency Information

Verify your Agency Name, Division Name, if applicable, and other agency special information. (These fields are non-editable.) OIT Planner information is your IT Planning contact and is non-editable.

Describe your Agency Mission and Goals in the section called Agency Mission and Goals.

In the non-editable section called Business Processes, there is information that was identified in your agency's Disaster Recovery and Business Continuity Plan (Continuity of Operation Project).

General: Agency Contacts

The information provided in this section was supplied from the last IT Planning cycle; make sure that the information is still current. Make any necessary corrections.

Please check contact type for:

- Agency Director,
- Agency IT Contact, and
- Agency FOI Contact, if applicable.

In some instances, the Agency Director and the Agency IT Contact or Agency FOI Contact may be the same person. If so, simply fill the information in one time, and check the appropriate boxes. Typically only larger Agencies have a designated FOI Contact.

Operations: Hardware

Server Type
Enter counts that reflect the number of servers (mainframe, midrange, file servers, e-mail servers, or other) your agency has, designated by the operating system on each server. Enter additional types in the "Other Server Types" field and the counts.

Desktop/Laptop Type
Enter counts reflecting the number of desktops and laptops that your agency has, designated by the operating systems. Enter additional types in the "Other Desktop/Laptop Types" field and the counts.

Handhelds
Enter amounts reflecting the number of handheld devices that your agency uses.

Hardware Replacement
Choose the method of refreshing (replacing) desktops/laptops for your agency. For example, if desktops/laptops are replaced every 4 years, enter "4" or the appropriate number of years in the box. If systems are replaced only as funds become available for your agency, check that box.

Operations: Software

The Agency Desktop Software section is populated with the information your agency supplied from the last IT Planning cycle. Please make changes as needed to reflect the actual desktop software environment for your agency.

If your agency has a type of software not listed, enter that software product under Other (Add New Software Type). **Do not include Major Agency Applications in this section.**

Operations: Major Applications

This section is populated with the information your agency supplied from the last IT Planning cycle and should include the name of all existing major applications that support your agency's business functions, along with brief descriptions.

Operations: Major Applications, Add or Edit

Only maintenance and ongoing operations costs are to be entered in this Major Applications section, including any state and federal mandates.

If any costs are to be expended for an **enhancement associated with a major application**, then those enhancement costs must be entered in the **Project Section**. Enhancement **costs** are NOT to be entered in the Major Applications section.

The Major Application description must include:

- The Application's primary functions and the associated mission, goal or object as specified in the Agency Mission Statement.
- A general itemization of Associated Costs categories (hardware, software, etc) for FY08 and FY09
- The developer of the application
- The provider of maintenance support
- The platform on which the software runs
- The host site

Business Process:
> The following are the Business Processes identified in your agency's Disaster Recovery and Business Continuity Plan. Please select one or more agency Business Process that this initiative or request supports. If none apply, please select "Business Process not defined".

Principles:
> The following are six basic principles of good government as defined in the State Strategic IT Plan. Please select one or more Principles that this initiative or request supports.

Objectives:
> The following are goals and objectives that give general direction for achieving the desired state of IT within state government as defined in the State Strategic IT Plan. Please select one or more Objectives that this initiative or request supports. If none apply, please select "Unknown Relevance".

Major Application Costs

For each category (Hardware, Software, Labor, IT Services, and Other Costs), indicate costs for FY08-09 services to be provided by:

- In-House staff
- Department of Information Systems (DIS)
- Other vendor or
- Some combination thereof

If Other is selected, specify the vendor in the Description box provided above. Sub-totals and totals will accumulate automatically as you enter amounts. Entry boxes that are not applicable are grayed out.

Note: You must enter a cost or you will receive the message, "At least one of FY 2008 or FY 2009 subtotals must be greater than zero."

Hardware:
Purchase, lease, or maintenance of IT hardware, such as microcomputers, servers, printers, fax machines, copiers, telecommunications equipment (voice or data), etc.

Software:
Purchase, licensing, or maintenance of software.

Labor:
Employees who are charging time to the support of your agency's Information Technology (including but not limited to programmers, database administrators, system analysts, LAN/WAN technicians, desktop support, and computer operations support).

IT Services:
Contracts for IT-related activities for professional, technical, or data processing services, such as hosting, printing, imaging, programmers and project managers, etc. This should include contracted Internet Service Providers (ISP), cellular service providers, and DIS telephone services.

Other Costs:
Budgeted amounts for all other IT costs, including, but not limited to:

- Training (including course registration fees, but not including travel or meals)
- Supplies
- Miscellaneous IT expenditures not captured in the preceding categories

Operations: IT Support Costs

This section should include costs for the indicated fields (Hardware, Software, Labor, IT Services, and Other Costs) that have not been accounted for on the Major Agency Applications or GIS sections. The Description must include a general itemization of Associated Costs categories (hardware, software, etc) for FY08 and FY09.

Operations: IT Support Costs, Add or Edit

Concerning the **IT Support Category** (1st box dropdown):

- **Telephone Service** means any telephone systems, long distance, local service, and cellular services.

- **eMail** means any Internet mail or access service.

- **Maintenance** means any on-going maintenance for IT systems (hardware or software)

- **State Network Connectivity** means any DIS provided service for data or video.

- **Hardware/Software** means Hardware Costs and Software Costs as defined below under Support Costs.

- **Contracted Services** means IT Services as defined below under Support Costs.

- **Other** means any ancillary items, appurtenances or training.

- **In-House Labor** means Labor Costs as defined below under Support Costs.

Enter all pertinent categories.

For each IT Support Category (Telephone Service, eMail, Maintenance, State Network Connectivity, Hardware/Software, Contracted Services, and Other), provide a description and indicate costs for FY08-09 services to be provided by:

- In-House staff
- Department of Information Systems (DIS)
- Other vendor or
- Some combination thereof

Support Costs

These are the costs for **each** IT Support Item you enter.

If Other is selected, specify the vendor in the Description box provided above. Sub-totals and totals will accumulate automatically as you enter amounts. Entry boxes that are not applicable are grayed out.

Note: You must enter a cost or you will receive the message, "At least one of FY 2008 or FY 2009 subtotals must be greater than zero."

> **Hardware:**
> > Purchase or lease of IT hardware, such as microcomputers, servers, printers, fax machines, copiers, telecommunications equipment (voice or data), etc.
>
> **Software:**
> > Purchase or licensing of software.
>
> **Labor:**
> > Employees who are charging time to the support of your agency's Information Technology (including but not limited to programmers, database administrators, system analysts, LAN/WAN technicians, desktop support, and computer operations support).
>
> **IT Services:**
> > Contracts for IT-related activities for professional, technical, or data processing services, such as hosting, printing, imaging, programmers and project managers, etc. This should include contracted Internet Service Providers (ISP), cellular service providers, and DIS telephone services.
>
> **Other Costs:**
> > Budgeted amounts for all other IT costs, including, but not limited to:
> >
> > - Training (including course registration fees, but not including travel or meals)
> > - Supplies
> > - Miscellaneous IT expenditures not captured in the preceding categories

Operations: GIS Costs

GIS Information

This section should include costs for the indicated fields (Hardware, Software, Labor, IT Services, and Other IT) that have not been accounted for on the Major Agency Applications section. The Description must include a general itemization of Associated Costs categories (hardware, software, etc) for FY08 and FY09.

Operations: GIS Costs, Add or Edit

Only maintenance and ongoing operations costs are to be entered in this GIS Costs section, including any state and federal mandates.

If any costs are to be expended for an **enhancement associated with a GIS application**, then those enhancement costs must be entered in the **Project Section**. Enhancement **costs** are NOT to be entered in the GIS Costs section.

The GIS Costs description must include:

- The Application's primary functions and the associated mission, goal or object as specified in the Agency Mission Statement.
- A general itemization of Associated Costs categories (hardware, software, etc) for FY08 and FY09
- The developer of the application
- The provider of maintenance support
- The platform on which the software runs
- The host site

For each IT Support Category (Maintenance, Hardware/Software, Contracted Services, and Other), provide a description and indicate costs for FY08-09 services to be provided by:

- In-House staff
- Department of Information Systems (DIS)
- Other vendor or
- Some combination thereof

GIS Costs

These are the cost for **each** GIS Costs Item you enter.

If Other is selected, specify the vendor in the Description box provided above. Sub-totals and totals will accumulate automatically as you enter amounts. Entry boxes that are not applicable are grayed out.

Note: You must enter a cost or you will receive the message, "At least one of FY 2008 or FY 2009 subtotals must be greater than zero."

Hardware:
Purchase or lease of GIS IT hardware, such as microcomputers, servers, printers, fax machines, copiers, telecommunications equipment (voice or data), etc.

Software:
Purchase or licensing of GIS software.

Labor:
Employees who are charging time to the support of your agency's GIS Information Technology (including but not limited to programmers, database administrators, system analysts, LAN/WAN technicians, desktop support, and computer operations support).

IT Services:
Contracts for GIS IT-related activities for professional, technical, or data processing services, such as hosting, printing, imaging, programmers and project managers, etc. This should include contracted Internet Service Providers (ISP), cellular service providers, and DIS telephone services.

Other Costs:
Budgeted amounts for all other GIS IT costs, including, but not limited to:

- Training (including course registration fees, but not including travel or meals)
- Supplies
- Miscellaneous IT expenditures not captured in the preceding categories

Projects

Information must be entered for Agency Projects that were 1) not included in the FY06-07 Biennial IT Plan, 2) projects that were in the FY06-07 Biennial IT Plan but not started, or 3) projects which were started but not completed in the FY06-07 Biennium.

Projects Add

Project Information

Major applications may be associated with the Project. Select from the existing agency major applications that have been entered in the Operations section.

Projects include new developments or enhancements to operational applications:

Project Type: Select "Development" or "Enhancement."

- **Development** is a new application or new expenditures that are not operational enhancements. Development will be filled in automatically if a Major Application is not entered.
- **Enhancement** is additional functionality to the current operational environment or applications. Enhancement will be filled in automatically if a Major Application name is entered.

An **Enterprise Project** involves more than one State Agency, Board, or Commission.

Business Process:
> The following are the Business Processes identified in your agency's Disaster Recovery and Business Continuity Plan. Please select one or more agency Business Process that this initiative or request supports. If none apply, please select "Business Process not defined".

Principles:
> The following are six basic principles of good government as defined in the State Strategic IT Plan. Please select one or more Principles that this initiative or request supports.

Objectives:
> The following are goals and objectives that give general direction for achieving the desired state of IT within state government as defined in the State Strategic IT Plan. Please select one or more Objectives that this initiative or request supports. If none apply, please select "Unknown Relevance".

Answer all 26 questions as they relate to this particular project.

Note: Once you save the New Project, **you must enter Costs** using the Edit tab for that project on the Agency Projects List.

Costs Tab

For each field (Hardware, Software, Labor, IT Services, and Other Costs), indicate costs for FY08-09 services to be provided by:

- In-House staff
- Department of Information Systems (DIS)
- Other vendor or
- Some combination thereof

If Other is selected, specify the vendor in the Description box provided above. Sub-totals and totals will accumulate automatically as you enter amounts. Entry boxes that are not applicable are grayed out.

> **Hardware:**
> > Purchase, lease, or maintenance of IT hardware, such as microcomputers, servers, printers, fax machines, copiers, telecommunications equipment (voice or data), etc.

> **Software:**
> > Purchase, licensing, or maintenance of software.

> **Labor:**
> > Employees who are charging time to the support of your agency's Information Technology (including but not limited to programmers, database administrators, system analysts, LAN/WAN technicians, desktop support, and computer operations support).

> **IT Services:**
> > Contracts for IT-related activities for professional, technical, or data processing services, such as hosting, printing, imaging, programmers and project managers, etc. This should include contracted Internet Service Providers (ISP), cellular service providers, and DIS telephone services.

> **Other Costs:**
> > Budgeted amounts for all other IT costs, including, but not limited to:
> > - Training (including course registration fees, but not including travel or meals)
> > - Supplies
> > - Miscellaneous IT expenditures not captured in the preceding categories

Total Costs if Not Completed in the Current Biennium

If the project will not be completed in the FY08-09 biennium, indicate the project Total Costs, by category.

Funding Source Percentage

Indicate the percentage of funding which is provided by State, Federal, Special, or Other sources. Calculations will automatically complete the dollar amounts to the right of the percentages for each of these funding sources.

Cost Summary

This section will reflect the total amounts entered in the Waivers, Major Applications, Support Costs, GIS Costs and Projects sections.

This is a non-editable page for reference only.

Compliance

This section includes questions regarding security practices and transactions that typically require security measures.

Security Policy and Standards Compliance indicates whether your agency complies fully or partially (with explanation) with the Arkansas.gov Sub-domain Naming Policy. Indicate whether your agency complies fully or partially (with explanation) with the Machine Readable Privacy Policy Standard. Links are provided to review all Standards and Policies.

Wireless indicates local area networks (LANs) that use high-frequency radio waves rather than wires to communicate between nodes.

Encryption is the process of making information unreadable through the process of scrambling data. The data can be unscrambled through the use of keys.

Videoconferencing is the transmission of synchronized image (video) and speech (audio) back and forth between two or more physically separate locations, simulating an exchange as if the participants were in the same physical location. This is accomplished through the use of cameras (to capture and send video), video displays (to display video received), microphones (to capture and send audio), and speakers (to play audio received).

Intrusion Detection Systems (IDS) / Intrusion Prevention Systems (IPS) are products that automate the inspection of audit logs and real-time events. These systems are generally used to detect intrusion attempts, but they can also be employed to detect system failures or to rate overall performance.

Communications
Indicate how your agency uses electronic communication systems.

Remote Access is the ability to log into a computer network from a distant location.

Online Credit Card Transactions allow individuals to pay for goods and services online with a credit card. Online credit card transactions are typically subject to stringent security controls.

Security Patching is the process of updating computer software systems with code coming from the vendor who wrote and distributed the software. These updates occur when software is discovered to have code which could allow a security breach to occur. Patching fixes these flaws, allowing the software to function as intended, avoiding the security risk that was discovered. It is necessary to patch software in server and desktop systems, desktop applications and web browsers.

GIS

GIS Software

Indicate the **number of full-time GIS personnel** and whether your agency needs additional GIS application software training. This represents the total number of employees in your agency whose primary job is developing and maintaining GIS data and applications to support other users in the agency's line of business

Other employees who use GIS represents the total number of employees in your agency who use GIS in some way to carry our their jobs. For example, an epidemiologist may use GIS to study the spread of West Nile Virus. They use GIS as a tool but it is not their primary job.

Indicate all **GIS software** licensed by your agency and the number of licenses held. The form lists industry leading GIS software and requests the number of end-user licenses. This data may be used to leverage favorable software discounts with large volume vendors. The information may also be used to identify which software versions may present training opportunities for state agencies at a favorable cost.

Custodial Data

GeoStor is the state's GIS data clearinghouse. The primary function of the system is to eliminate the costly duplication of GIS data development and maintenance. This section of the IT Plan will assist in identifying GIS data maintenance cycles for custodians, and identify potential new collections of GIS data that should be added to the system. Users are encouraged to visit http://www.geostor.arkansas.gov and launch the search for data link to gain a better understanding of the potential this system holds for our state.

Category of Geospatial data for which you agency is the custodian: Category choices are organized according to the ISO 19115 - Geographic Information Metadata Topic Category Code List. It is a high-level geographic data thematic classification used by all Federal government agencies and adopted by the Arkansas Geographic Information Office and State Land Information Board. With respect to any public record, "Custodian" means the person having administrative control of that record and does not mean a person who holds public records solely for the purposes of storage, safekeeping, or data processing for others. If a dataset falls under more than one category please choose the highest use associated with the dataset.

GeoStor Data Name: Enter the name of the data set in GeoStor. Users can launch the search for data link and choose the Publisher pull down menu to see a list of agencies and datasets. For GIS Data that your agency develops but does not publish, please enter a name commonly associated with the layer.

Is the data loaded in GeoStor? Check yes or no

Maintenance Cycle of this dataset: Choose from the menu list

If the data is not loaded in GeoStor, please explain: Enter the explanation; for example, "Agency GIS personnel need additional training to prepare the data for loading into the system."

Business Process:
> The following are the Business Processes identified in your agency's Disaster Recovery and Business Continuity Plan. Please select one or more agency Business Process that this initiative or request supports. If none apply, please select "Business Process not defined".

Principles:
> The following are six basic principles of good government as defined in the State Strategic IT Plan. Please select one or more Principles that this initiative or request supports.

Objectives:
> The following are goals and objectives that give general direction for achieving the desired state of IT within state government as defined in the State Strategic IT Plan. Please select one or more Objectives that this initiative or request supports. If none apply, please select "Unknown Relevance".

Enterprise Architecture

Agency responses to the following questions will generate important feedback and greatly assist the Enterprise Architecture effort.

Question 1 – eMail/Messaging Services

Indicate whether your agency administers its own email/messaging service or whether you use the Department of Information System (DIS) email/messaging services. If your agency administers its own email services, describe the server you use.

Question 2 - Electronic Publishing Requirements

According to the Electronic Publishing Requirements of Arkansas, Code 25-19-108, Arkansas state agencies must post certain prescribed information to the Internet. This requirement provides that state organizations make the prescribed information (below) created after July 1, 2003, available in electronic form via the Internet.

- A description of the organization (i.e., telephone numbers and street, mailing, electronic mail, and Internet addresses and the methods by which the public may obtain access to public records);

- A list and general description of records, including computer databases;
- The organization's rules of procedure and other statements of policy or interpretations formulated used in the discharge of organization functions; Rules, regulations, and opinions refer only to material items that directly affect procedure and decision making; Note: Personnel policies, procedures, and internal policies are not subject to this requirement
- All documents composing an administrative adjudication decision in a contest matter, except the parts of the decision that are expressly confidential under state or federal law;
- Copies of public records that have become or are eligible to become the subject of frequent requests.

Question 3 – Internet Policies

Arkansas Act 1287 of 2001 amends Arkansas Code 25-4-110 (c) to require state agencies to develop policies regarding the use of the Internet. Agency IT Plans developed or updated will be submitted to the Office of Information Technology and each agency shall specifically include a policy regarding the use of the Internet by the agency.

If you answered "Yes" to Question 4, indicate whether your agency has a process in place to ensure that all your employees are aware of agency internet policy and have signed that policy regarding the use of the Internet.

Appendix A

Basic Principles of Good Government:

1. Information technology will improve the efficiency and quality of government operations

2. Information technology will improve the effectiveness through which government services are delivered

3. Information technology will improve stakeholder convenience in the interaction with government

4. Information technology will improve the quality of information upon which policy-makers act

5. Information technology will improve the transparency of government and the policy making process

6. Information technology will ensure the security and privacy of sensitive data

Information Technology Goals and Objectives

Goal 1 - Continuously Improve the Delivery of Information Technology (IT) Products and Services to Meet the Needs of State Government and Ultimately Arkansas Citizens

Objective	Meets Desired Future State	Issues Identified in Current State
Joint ownership solutions are considered during IT plan development and prior to investment decisions	- Inter-agency collaboration and sharing in the utilization of information systems and data - Multi-state collaboration and sharing—where it is possible/ advantageous—to accomplish increased efficiencies using new approaches and inter-state projects	- Funding restricted to benefit specific programs or projects - Data confidentiality requirements - Balancing agency , State and national priorities
A mature Enterprise Architecture guides IT	- A process for agency procurement of IT resources that complies with state policy, standards and guidelines - Clearly established criteria for the evaluation and prioritization of proposed projects - Inter-agency collaboration and sharing in the utilization of information systems and data	- Legacy system investments - Funding restricted to benefit specific programs or projects - Data confidentiality requirements - Balancing agency , State and national priorities
The electronic face of government meets and exceeds user expectations	- Leadership that understands and utilizes the full capacity of technology to increase efficiency in state government - Transactions and information provided by government that are available at the convenience of the user - The delivery of government services to citizens is convenient, seamless and user-friendly, no matter whether it is a local, county or state application.	- Increased expectations for citizen on-line services - Limited access for some users - Cultural and educational barriers to acceptance

Resources are provided for the implementation of projects and for mandated policies, standards and procedures	▪ Statewide mechanism for ensuring effectiveness in IT project funding ▪ Effective statewide mechanisms in place for the review of IT spending	▪ Limited time and resources for in-depth planning, ongoing measurement, formal adjustment ▪ Program-based IT funding ▪ IT spending not aligned with business strategy ▪ Cost of information technology training

Goal 2 -   Encourage and Support Secure, Innovative, and Collaborative Approaches to Providing Government Services

Objective	Meets Desired Future State	Issues Identified in Current State
A stable IT workforce applies critical thinking skills to improve agency operations	▪ A shared-use training provision offered to government staff from an entity that understands commonly shared business processes relevant to Arkansas government's business operations ▪ Agencies with adequate in-house or contracted technical staff to support their information technology systems operations and integration into business process efficiencies	▪ Changing state workforce ▪ State pay plan limitations ▪ Recruitment and retention of skilled workforce ▪ Work load exceeds available workforce resources
IT staff is well qualified, well trained and valued	▪ Agencies are able to attract and retain employees with information technology skills through competitive compensation ▪ Information technology staff has opportunities to learn current technological skills	▪ Changing state workforce ▪ State pay plan limitations ▪ Recruitment and retention of skilled workforce ▪ Work load exceeds available workforce resources ▪ Cost of information technology training
IT initiatives are a recognized first solution for state government business practices	▪ Leadership understands the value of using technology to make business processes more efficient and effective	▪ Lack of knowledge of IT ▪ Increased risk
Project management methodologies are embraced to ensure IT deployment success	▪ Leadership that understands the value of adhering to common project management methodology for all state government information technology projects	▪ Limited time and resources for in-depth planning, ongoing measurement, formal adjustment ▪ Program-based IT funding ▪ IT spending not aligned with business strategy ▪ Cost of information technology training ▪ Competing priorities
Public organizations work together to secure and protect resources	▪ Active participation of all state agencies in a statewide perimeter security system to protect the state's resources ▪ Procedures and processes that assure appropriate accessibility, integrity, and confidentiality for all information and resources held by the government	▪ External and internal threats to state IT resources ▪ Increasing number of security mandates ▪ Protecting Confidential information is critical / legislatively mandated

Emerging technologies will be analyzed and evaluated for effective utilization within state government	▪ Leadership understands the value of using technology to make business processes more efficient and effective	▪ Increased expectations for citizen on-line services ▪ Increased risk

Goal 3 -   Promote Wise Management of Arkansas' IT Resources

Objective	Meets Desired Future State	Issues Identified in Current State
Portfolio management guides IT investment	▪ Clearly established criteria for the evaluation of proposed projects for prioritization ▪ A project evaluation process that clarifies a project's merits and alignment with business needs that can enhance the likelihood of its being understood and funded ▪ A statewide mechanism for ensuring effectiveness in IT project funding	▪ Isolated decision making ▪ Program-based IT funding ▪ IT spending not aligned with business strategy ▪ Restrictions on budgetary flexibility versus rapidly changing technology
The reporting of IT spending is uniform and easily presented	▪ Effective statewide mechanisms in place for the review of IT spending ▪ Key stakeholders have timely access to aggregate views of IT resources and allocations	▪ Limited time and resources for in-depth planning, ongoing measurement, formal adjustment ▪ The value of IT is not always obvious to leadership ▪ IT spending is not aligned with business strategy